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Jon Shapiro

Protecting the Redwood Forests through Transformative Mass Transit Planning: An Examination of Emergent Cross Cultural Communication Strategies

ABSTRACT

Mass transportation is a dynamic domain that can help improve quality of life, revitalize urban infrastructures, facilitate economic development, restore the natural environment, and reduce energy usage (Bamberg 2007). Every day more communities are recognizing these potential benefits and are increasingly prioritizing mass transportation through greater resource allocations, both economically and intellectually (Zimmerman 2005). This paper puts forth an innovative research process called Transformative Mass Transportation Planning (TMTP) designed to develop need-responsive transit systems (Shapiro and Rye 2011). This study's specific focus is to determine the viability of minimizing the need for rental cars among European visitors to the Redwood Forests through an effective intercultural integrated marketing communications strategy. Intercultural communications theory based elements of TMTP are considered and discussed. Based upon the work of Kluckhohn and Strodtbeck's (1961) three central cultural orientation dimensions, this study puts forth key communications-based approaches designed to help protect the Redwood Park Systems.

Keywords: Cross-Cultural Communication, Cultural Sensitivity, Public Transportation, Transformative Mass Transportation Planning

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INTRODUCTION

The key objective within this study was to determine how to communicate effectively with European tourists who visit the Redwood Forests regularly. This study focused on developing a process to facilitate the improvement of the transit system to help protect the Redwood environment. The researchers aimed at ascertaining how to better protect the Redwood Forests and the general natural environment, while improving the overall transit system and learning about key stakeholders' needs. Ultimate decisions were made

by the Redwood transit system's (RCTA) management and the board-of-directors throughout the strategic planning process.

At the commencement of this project, transit leadership expressed a robust strategic interest in visiting European tourists, and asked how they might be serviced more effectively by the public transit system. This broad geographic group visits the Redwoods frequently and has been largely ignored. The researchers subsequently considered a wide array of cross-cultural communications theories and concepts to determine a viable or optimal communications approach (Kluckhohn and Strodtbeck 1961; Hofstede 1980; Hall 1989; Wood and Wilberger 2015; Mendenhall et al. 2017; Yi 2018). Through the review of seminal literature it was postulated that a subset of Kluckhohn and Strodtbeck's (1961) dimensions best fit this transit-related context because of the implicit consideration of people's interaction with nature, outcomes, and other citizens. The contextual parameters fit with the conceptual domains due to the fact that it relates to transportation, recreation, meditation, the environment and experiencing the moment. These included factors are based on the following subset of Kluckhohn and Strodtbeck's (1961) central cultural orientation dimensions: (1) relation to broad environment, (2) space, and (3) relations among people. It was postulated that compared with the United States populations, many Europeans tended to (1) strive to maintain a balance among environmental elements, (2) believe that the surrounding space belongs to everyone and may be used by everyone, and (3) people feel responsible for a larger extended group of people within society (Mendenhall et al. 2017). In addition, interview-based empirical support for the integration of these dimensions will be provided within this paper.

It was recommended that RCTA management consider these cultural dimensions and integrate them within their entire integrated marketing communications approach. Facilitating theoretically-grounded, culturally-sensitive communiques is vital in cross-cultural relationship building and is supported in the literature examining cultural sensitivity (Shapiro et al. 2008), cross-cultural competency (Johnson et al. 2006), and cultural intelligence (Early et al. 2002, 2003, 2004). These analogous research streams delineate how cultural sensitivity is entwined with effective cross-cultural communications, and show how they facilitate successful relationship development. Overall, this study aimed at developing a more culturally-sensitive transit system that met the needs of all stakeholders, an implicit aim of Transformative Mass Transportation Planning.

Redwood National Park Transformative Mass Transportation Planning Research Process
This Transformative Mass Transportation Planning, Redwood Coast/Redwood National Park study commenced on October 2, 2017. It began with a 25-day survey study to measure system-wide satisfaction and help formulate segmentation. This was followed immediately, in November, by a 2-month ethnographic study. Transformative Mass Transportation Planning focuses on constituency empowerment, identification, and insight through ethnographic enquiry. New constituents are characteristically revealed who provide insight and strategic guidance. Through the empowerment of key constituents, Transformative Mass Transportation Planning helps facilitate cultural shifts that provide energization to the transit environment. These shifts often involve the inclusion of new stakeholders into an existing system (Shapiro and Rye 2011). In this study, the gaining of intercultural communications insight was the central aim. It was imperative to gain understanding regarding how European visitors people search for information, perceive attributes, and make decisions, in order to better integrate them

into the transit system. This was a managerial directive and served as the focal domain. Within the discovery stage of this applied study the researchers conducted in-depth interviews, moderated focus groups and observed riders, business owners, chambers of commerce, Redwood Park administrators, public relations firm managers, and other travel-related constituents (e.g. visitors, airport management, hotel and restaurant owners, and transit providers). During this phase, the researchers examined constituency-related problems, tensions between subjective perceptions, and worked to unmask the existence of unidentified stakeholders. This step is crucial because these emergent constituency groups typically play a significant role strategically, in information-dissemination as well as decision-making. The major focus of this study was to develop a process for creating new transit service offerings grounded in the consideration of how to communicate with cross-cultural constituents effectively. Therefore, this research considers the role of social media, travel sites, and how different cultures may process information throughout decision-making processes (Kluckhohn and Strodtbeck 1961; Hofstede 1980; Hall 1989; Wood and Wilberger 2015; Mendenhall et al. 2017; Yi 2018).

Importance of Redwood Transformative Mass Transportation Planning Study

It is invaluable to discover key constituencies and learn about their experiences with public transit systems in terms of their decision-making processes. This knowledge helps guide the public transit planning process and directs leadership in addressing vital strategic issues effectively. Illumination of markets feed insight into the transit planning process and facilitate ridership satisfaction and increases usage.

The European tourist market of particularly importance to the Crescent City Area of northern California due to its proximity to the Redwood Forests and other one-of-a-kind natural destinations. These locations, especially the Redwood Forests, are threatened by private vehicle usage and finding innovative ways to lessen this damage is important. An increasingly effective public transit system could facilitate a decrease in environmental impact through reducing the usage of vehicle rentals by European tourists. Currently, there is a gap, where public transit service fails to meet visitors' needs. Most tourists rent automobiles, trucks, or recreational vehicles. They pollute the sky, add gridlock, decay the highways and threaten sensitive environmental ecosystems.

Another key constituent within this study is that of the transit-dependent rider. This segment is important because this makes-up the core riders currently and historically. Without good public transit access, members of this group suffer and many of them experience economic poverty. In addition, many from this group are service industry workers. Effective logistical support for this economic sector facilitates the region's economic viability

Transformative Public Transit Planning Study Aims

The two central aims within this Transformative Public Transit Planning study are: (1) to gain insight designed to improve transit system, and (2) consider how to communicate effective to European visitors who make-up a large portion of the Redwood Park and Forest visitor market. Overall, Transformative Mass Transportation Planning implies that the achievement of service or product innovation works best with the facilitation of cultural shifts through stakeholder empowerment. Thus, it is vital strategically to help shift attitudes among multiple constituencies and this works best through better cross-cultural understanding. This paper puts forth a methodological overview, discusses key

findings with data support, and then introduces emergent recommendations based on the interpretive findings.

METHODOLOGY AND GOALS

During November 2017, the researchers conducted a series of five focus groups and five in-depth interviews with the aim of improving RCTA's ability to provide outstanding service and forging enhanced meaningful relationships with key constituents. The focal markets included tourism, student and transit-dependent. To learn about these groups, the researchers interviewed lodging owners and managers, Redwood Park rangers and administrators, Visitor Center executives, a leader within governmental transportation policy, a public relations firm, riders, bus-drivers, students, and school administrators. Subsequent interviews included tourists from across Europe and governmental transit leaders. The transit manager participated actively with the consultant and took detailed notes, within all of the focus groups and in-depth interviews with the goal of turning insight into service innovations.

Overall, thirty-one informants participated within the five focus groups (group sizes were nine, six, six, five, and five). First, the researchers interviewed the owners and managers of two diverse Crescent City lodging establishments. This was followed by a focus group of College of the Redwood student riders and its lead institutional administrator. Then the researchers interviewed two groups of bus drivers, one of transit-dependent riders, and a group of State and National Park rangers and administrators. Then the researchers interviewed a key administrative leader within Crescent City area transportation, leaders within the Chamber of Commerce and Tourism Visitor's Center. Tourists visiting from Europe were interviewed at hotel and forest locations.

Over the following seven weeks, the researcher engaged in data transcription and analysis. Based on four hundred and fifty transcribed pages, the researchers developed strategic recommendations and put forth emergent themes grounded on a synthesis of the data. These recommendations and findings were designed to help guide RCTA's marketing-planning strategy and help illuminate key issues significant to RCTA, transportation and regional leadership. The aim of this study was to generate insight in order to guide RCTA's management in making informed decisions. With discovery-based research, the goal is to understand the stakeholder's experience and her/his relationship with the RCTA system. Key goals included an improved understanding of the following: (1) how to meet the transportation needs of European visitors while protecting natural destinations and (2) how to offer better service to the core, transit-dependended market.

Problem-Based Orientations

Transformative research focuses on problem-solving and skews the narrative towards negativity. The findings inherently focus on gaps that constituents experience that thwart usage and satisfaction. It is important that innovations are introduced that meet European visitors' needs. Prior to implementing communications strategies it was vital to understand present environmental and product-related challenges.

Reaching the European Tourist Segment through Effective Communications

A key focus within this study is how to reach out effectively to European tourists. A significant number of Crescent City's visitors are international. Based upon interview data

from the Crescent City Visitors Center, after Canada and Mexico, the greatest number come from Germany, Switzerland, the U.K, and France. During this stay, the researchers met with visitors from Lapland (Finland), Siberia, Iceland, Switzerland, the United Kingdom, France, and Spain. Perhaps, the biggest trend in tourism is the blooming diversity of places from which tourists originate, which is a function of the precipitously widening middle-class globally (Lama and Sened 2018). The number of visitors, globally, are exploding and this is placing an undue burden on the natural environment. In addition, based on in-depth interviews with the California Tourism Commission, there exists a growing number of European tourists currently visiting. Based upon data collected from this group, that of the hotel owners, the National and State Park rangers and administrators, and that of the tourist themselves, there is initial support for the notions that many Europeans tend to prioritize mindful and are comfortable utilizing public transportation. This next section provides support for the strategic integration of Kluckhohn and Strodtbeck's (1961) central cultural orientation dimensions. Data support is provided that delineates key aspects of European cultural communications differences relevant to this transportation domain.

FINDINGS

This study employed a Grounded Theory approach where findings are discovered, developed, and verified through systematic data collection and analysis of a phenomenon of interest (Strauss and Corbin 1992). This process involved multiple interactions among the researchers. Key support for Kluckhohn and Strodtbeck's (1961) central cultural orientation dimensions are provided below. First, European tourists tend to seek balance between environmental elements. They would like to be part of the present experience and not be distracted. This assertion is explained by the luxury hotel owner below:

Europeans [from] out of country they don't know about this area even these local people don't know about this area. So, if we have something like that information on airport or bus stop.... They don't want to get lost or drive in traffic. They arrive tired and want to be part of the experience, be with the nature you know, live in the experience.

Hotel Owner

Similarly, based upon the culture and physical infrastructure within Europe, many travelers seek balance among environmental elements and strive to feel connected to the greater culture. They feel that how the system affects others contextual matters. This is illustrated by a park manager who discusses traffic gridlock within the Redwood Parks is now problematic even during the off-peak season.

It was kind of surprising how many cars were on it even in the winter. However, at least in the winter, it's doable, you know, there's not so many that you feel like you're just in a traffic jam but in the summer, it's not a really a pleasant experience to drive your car. The other thing is that for [European] visitors who are driving RVs or pulling trailers or even have like a really large, large van, um, Howland Hill is very, well it's not even possible for RVs and trailers but even for a really big vehicle, it's not comfortable because it's basically one lane and so, yesterday, I was touring our Superintendent and some other employees on that road and they all commented on how nice it was for me to be driving because they were; most of them, you know, that was like, oh, I get to look at things and I think that would be another aspect of the shuttle. People would really enjoy not having to pay attention to this very narrow

kind of scary road. You could be relaxed and enjoying...Europeans tourists want to be connected to the incredible nature. There's a little stretch of, you know, of old growth there and of course, there's old growth along the way but for the most part, you are going to have a really; ... I was trying to think of an example, if I've been to Italy it's really nice not to have to drive your car in Italy, and they do have all sorts of transportation available, ... people are connected to their environment when they live in Italy, here, people don't really feel like they are immersed, you're just driving by on the highways...[in Italy] ... that immersion experience of being able to have some sort of tour that its special.

Park Administrator

A Swiss visitor talks about how she is accustomed to visiting natural areas with friends in order to socialize and that having effective transit helps meet this need to feel connected and also to relax.

I am tired from driving. The freedom [of the car] is great but we have no choice. At home, I take our train to reflect and to enjoy my friends and it's great for a night of party... Here, you find no option...

Visitor (Swiss)

An additional theme to emerge is the notion that many Europeans care about the environment, with the implicit motion that this experience is important for everyone who is able to experience the nature. To illustrate:

We love the Redwoods and having a good bus system would be splendid... [to] help the environment. The Redwood road [is] too full and we support making this experience better for all visitors.

Tourist (England)

Based on this intercultural communications context and interview data from key constituents this paper puts forth recommendations regarding culturally-sensitive marketing communications and service. This is based on theoretical literature, in-depth interviews with a lodging manager, park administrators and European visitors. Three issues discussed include, (1) what types of messages are likely to resonate, (2) how to reach visitors before and during trips, and (3) what types of service are likely to create ridership utility.

Group and Messages

Based upon the literature (Kluckhohn and Strodtbeck's 1961) and data from California Lodging Owners, the Chamber of Commerce, the Visitor's Center, and European visitors, it is asserted that many European visitors tend to prioritize mindfulness and are extremely comfortable using public transportation. Overall, this group tends to have high expectations in terms of product quality given their home-countries tend to provide clean, reliable, safe, and frequent services. They lean towards being price inelastic, or price insensitive, within a moderate range. Generally, they are spending a great deal of money to come to the United States, and transportation expenses represent a proportionately small sum. Crescent City is half-way between San Francisco and Portland. During the off-season, travellers typically visit Crescent City for one-to-three days and stay longer during peak months.

For many, this is a trip-of-a-lifetime and seeing the Redwoods is on their life-long dream list. It appears that most European visitors desire a convenient and life-altering experience, in a positive way. Mindfulness is a significant theme. Visitors want a direct connection to their experience, almost invariably. They desire convenient service and would jump at the change for easy to navigate public transit service.

As mentioned by the State Park administrator and others key constituents, Redwood visitors are typically exhausted traveling to Crescent City. The promotional theme of not having to drive, so the experience is real, less stressful, more mindful, safer, environmental, and more focused would resonate, but only if the service was able to actually deliver these benefits. Subsequently, it was suggested that promotions targeted to visitors should only take place after RCTA implemented service changes designed to meet these markets' needs. The promotional theme should integrate the following benefits to reflect RCTA's unique selling propositions: the (1) the ability to experience desired sites without the stress of driving, (2) the benefit of gaining more knowledge about the sites' natural and cultural perspectives, (3) helping to preserve the Redwood ecology, (4) facilitating safety on the road for others and themselves, (5) the ability to meditate and enjoy the natural/cultural settings on one's own terms, and (6) the ease of navigating the new and improved RCTA public transit system. Once a theme is developed, it was suggested that RCTA use it consistently within the scheduling, the website, mobile messages and social media to facilitate a consistent integrated marketing communications strategy. It is important that any promotion that targets this group, truthfully portrays the actual service a visitor will experience. Many European public transit riders have relatively high transit-usage self-efficacy in terms of trying new public transit systems. From the constituent-based data, a number of service and promotional recommendations emerged and are discussed below.

Although, many of the Redwood Park-based European travelers tend to have less inertia, they only want to take this plunge if the steps are simple, and the riding experience is good, with a lack of uncertainty regarding logistical dimensions. Technology should help play an integral role within this solution as this group is accustomed to utilizing state-of-the-art applications when navigating their public transit systems. The current service does is not at an acceptable level and perceived safety within the system may be of a concern. Within the theme and promotional messages, it was suggested that RCTA consider stressing that their service provides a better connection to the nature and to the cultural environment they are visiting. Moreover, the message should convey that visitors are embarking on a genuine travel experience that they can share with their family, friends, and community.

Ways to Reach Visitors

In order to reach European visitors effectively, it was suggested that RCTA managers consider the decision-making process and examine where people obtain information, and how people frame this information. The objective of each promotional campaign step should lead to the utilization of dissimilar media-based tools. In other words, information framing will affect the nature of the media optimal for accurate message decoding.

Based on the hierarchy-of-effects model (Wijaya 2015), the three key objectives are cognition, affect, and conative. For cognition, it is important to make people aware of Crescent City, its connection to nature, and the feasibility of utilizing RCTA to navigate the environment. The second stage will involve the development of affect. Here, it becomes vital to create an emotional bond. To reach this, it was advised that RCTA develop

transformational advertising messages that connect the traveller with the place to their mindful experiences (Cadet et al. 2017). For instance, the focus is on the dream that one may experience at this special place with 100% connection and immersion, due to the fact that the visitor does not have to drive. As a result, the sojourner may stay focused on the experience, and recharge herself after significant amounts of tedious driving in a private vehicle, or labouring through a long flight.

In terms of behavioral intentions, or connotation this third hierarchy of effects objective, it was recommended that RCTA consider sales promotion. Some ideas included, employing a family discount for larger groups, have motels distribute one-day, and three-day, bus passes for a discount, and link RCTA service to discounts on hotels, restaurants, and local craft and service establishments (e.g., the surf/fashion shop). Management may put onto their own and constituents' websites one, two, and three-day planners that guide visitors toward semi-structured experiences, in order to entice them to come to Crescent City and ride RCTA.

Overall, key new media that was recommended included, local motels websites (and their national chain sites), the National and State Park Websites, Trip Advisor, other key travel sites, YouTube, search engine optimization, and RCTA's website and their social media pages. When people search for Redwood Forest experiences, Crescent City and RCTA websites should come up first. Additionally, it was suggested that the College of the Redwoods work to help develop some of these links. Locally, it was recommended that RCTA display its key information at airport hotels and at all of the Crescent City hotels, visitor centers and restaurants. Furthermore, it was recommended that RCTA schedules be made available at all hotels and that they should be viewable upon check-in. Along with a promotional theme, it was suggested that RCTA develop a succinct narrative and imbed this within the plastic on the containers that hold these RCTA maps. The narrative may entice visitors to step onto the bus and take this chance for all of the reasons previously mentioned. As RCTA reaches more people through mobile and social media, it becomes paramount to monitor complaints proactively. It was also recommended that a customer service leader monitor forums and comments within these areas. This would serve as a means to obtain feedback on how to improve both RCTA service and communications to key constituencies.

Stout Grove Preservation

This special location has the most pristine group of remaining Redwood trees and it receives inordinate attention from visitors and from the Park Service. During peak months, the roads going through this destination are crowded, often bumper-to-bumper. This creates a stressful and polluted situation for visitors and the local nature. Tourists experience a stressful drive and their vehicles emit toxic fumes that threaten the existence of the majestic trees they esteem. This problematic situation warrants proactive strategic planning.

Developing workable solutions are likely not simple or easy for numerous reasons. First, the peak tourist season ranges from 4-6 months. During the off-season, the roads tend to be less congested. Thus, there could be a greater than 6-month period where any potentially new transit infrastructure could be unused or underutilized. Second, any public transit system into Stout Grove would require significant monetary inflows that RCTA is not in a position to invest currently. Third, unless small and specifically special vans are used, buses will not be able to access Stout Grove unless some trees are cut down,

which was not recommended.

Even with these limitations, it was deemed important for RCTA to work toward the development of viable options. Such solutions could lead to more ridership and may help facilitate fewer greenhouse emissions. Based on study data, the State Park administration is open to the idea of adding a park entry fee and rolling the revenue into public transit money in order to alleviate this problem. RCTA leadership may consider actively engaging the Parks and work to collaborate on an economically and logistically feasible solution. Making Stout Grove more fun to visit would help Crescent City develop a better tourism infrastructure and this could facilitate economic development through more global visitors. One suggested possibility is that of the development of a privately-owned service emanating from the Native American Casino. In this case, RCTA might develop a feeder route to go to the casino or determine other ways to share resources if feasible and mutually beneficial. For instance, the prisoner's family visiting market tends to visit Crescent City during the off-season. Overall, it was suggested that RCTA actively engage the State and National Park administration as they work to generate revenue streams aimed at facilitating improved transit options.

Hotel Partnerships and Information Dissemination Opportunities

In order to cultivate the tourism and visitors market, it was suggested that RCTA consider forging relationships with area hotels. Based on interview data, it appears that many will enthusiastically participate because excellent public transportation provides value to their guests and this can help facilitate higher and better-satisfied occupancy. Key recommendations are proposed below. First, once RCTA makes service changes that consider main sites of interest to visitors it was recommended that management integrate these places, graphically within their system map and then post these maps on the walls of the hotel lobbies. These maps would ideally delineate close-by bus stops and demonstrate graphically how to get to, and from, key visitation-based destinations. Second, hotel owners interviewed expressed a willingness and interest in having a Plexiglas-like holder to disseminate RCTA maps to patrons. Each property may have a unique demand for how they choose to display and distribute these maps to guests, and it is important to meet their needs and work to keep these Plexiglas areas stocked.

Some of the hotels expressed a willingness to post RCTA information on their websites. This poses a great opportunity and it was suggested that RCTA management assist in developing a narrative regarding service. Specifically, it may discuss how RCTA usage might contribute to mindfulness within the sojourn experience. For instance, it may discuss how people can enjoy travel experiences much better after getting the Crescent City after a long drive, or flight, if they consider taking public transit. Another factor that was discovered is the prevalence of strong mobile data access across most points of interest. This existence could aid in providing passengers trip-related geographic contextual information. It was suggested that the motel website contain a simple system map that highlights venues of nature, dining, shopping and prison destinations in relation to the particular hotel.

Meeting Student Needs and Developing Dyadic Relationships with College of the Redwoods the Park Service and Other Key Constituents: Branding Based Content and Apps

The Dean at the College of the Redwoods expressed an interest in collaborating with the

RCTA in the implementation of service-leaning projects. In order to facilitate effective branding for both Crescent City and for RCTA, it was suggested that transit management collaborate with the College of the Redwoods on projects to develop multimedia narratives pertaining to core natural and cultural spots. It was recommended that this multimedia approach include, at the least, photographs, videos, narratives, music, and poems. It was also suggested that each location-based natural element (e.g., photograph) be connected to an exact geolocation coordinate so this material can potentially be integrated into virtual tours and future virtual reality geo-tours.

Another, subsequent project that was recommended is the development of a tour application. When visitors are on a bus, car, or walking, this app would provide natural, historical and cultural definitions and recommend future settings. This suggested project may aim to develop these applications in multiple languages including English, German, French, Spanish, Chinese, Japanese, and Korean. The State Park administration expressed interest in working on this project and has immense expertise. The outcome of such an app may be that of better environmental and cultural education, and an enriched visitor's experience, better ecological outcomes, more visitors, and increased ridership. It was advised that RCTA develop a taskforce with Park Administration, The College of the Redwoods, RCTA, Hotel Managers and the Chamber of Commerce. Overall, inordinate dyadic opportunities exist to develop a Crescent City Area app to aid within the branding process. The recommended focus was on the factors that make the area unique to visitors including the Redwood forests, rivers, beaches, lighthouses, and surfing. Simplicity and navigability are deemed as vital elements. In order to reach visitors effectively, it is key to consider how differing segments and cultures perceive and frame information. The following section will outline of the Transformative Mass Transportation Planning approach.

TRANSFORMATIVE MASS TRANSPORTATION PLANNING: AN EMPOWERMENT APPROACH

This is the initial Transformative Mass Transportation Planning approach that the researchers developed and used in California. This is not a linear approach but circular, based upon feedback and emerging power and knowledge networks. Each of these steps is complex and requires different knowledge bases. Successful Transformative Mass Transportation Planning requires proactive leadership from the transit system's manager(s) (Bamberg 2007). It is crucial that the transit manager, ethnographer and research advisors collaborate actively and educate each other because of the diverse skills required that only a team can possess. This paper concludes by providing a brief outline of the Transformative Mass Transportation Planning process.

Steps

1. Conduct an Ethnographic Investigation of the System with Ethnographer and Manager(s)
2. Identify Key Stakeholders and consider intercultural communication factors
3. Define all Stakeholders and consider their communications perceptives
4. Uncover Initial Problems
5. Identify Users
6. Segmentation using Multiple Parameters and Anchored by Benefits Sought

7. Focus on Key Segments of Riders (youth, captured, disabled, and elderly) and other Stakeholders Initially.
8. Stakeholder Empowerment: Diverse Sectors Join the Management Team to Develop the Product-Offering (e.g., vehicle, routes, programs, innovation) and Become Educational Partners.
9. Partner with Stakeholders who are Educational and Informational Gatekeepers (student groups, teachers, and principals, superintendents, social workers, administrators, and drivers, etc.).
10. Induce Trial, Advocacy and Buddy Educational Systems.
11. Integrating of Stakeholders Formally into Transit Planning Process with Top Managers.
12. Promote this and Recruit through all Useful Media (e.g., Social Media, and Frequented Places).

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